



US Army Corps  
of Engineers

# Construction Bulletin

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## CEMP-C

**Subject: Partnering Notes**

**Applicability: GUIDANCE**

1. The purpose of this construction bulletin is to clarify the issue of what is the proper account to pay for partnering activities for construction contracts (facilitated workshops). It has been noted at a few districts that project funds, (i.e. contingencies on military projects), have been used to pay for partnering activities by issuing a modification to reimburse the contractor for the government's associated costs. This is unacceptable. Supervision and Administration funds (S&A) must be used for the purpose of paying the construction division share for partnering activities. The rationale is that partnering activities are a function of management during construction. With partnering, there are efficiencies to be gained in the execution of the project which are reflected in a reduction in management effort. Those who have effectively implemented the partnering concept, report management efficiencies that result in reductions in requests for information, reduced conflict, and a reduction in claims. This in turn reduces the effort to manage and resolve conflicts which would have normally been funded from the S&A account.
2. Whether partnering on a large or small project, consideration of the "stakeholders" who should attend the initial session should address value added. This is not to say that attendance should be minimized. Those contributing to project execution and the partnering effort should always be included. The project manager, the contracting officer, the designer, (whether in-house or A-E), the customer, and construction personnel are primary players for the Corps.
3. In the case of an A-E, attendance at the initial partnering session should be encouraged, since the designer is a prime part of the team. If an A-E has costs which should be reimbursed, the Engineering During Construction (EDC) account should be used for this purpose on military projects. On Civil Works projects design funds should be used. If possible, attendance at meetings should be made concurrent with other scheduled activities of the A-E.
4. When partnering a small project, a decision must be made on the scope of the partnering effort. Some districts are using an informal method very effectively. Whether

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an abbreviated session or larger effort is planned depends on the nature of each project. However, the benefits as a result of partnering are clearly evident and generally results in a better product for our customers. The recent publication, "Deciding Whether or Not to Partner Small Projects," issued by the Institute for Water Resources serves to point out the benefits of small project partnering through examples of success stories in this regard. This publication was distributed to Corps offices and can be downloaded from the Construction Division homepage on the Internet. The Internet address is : <http://www.hq.usace.army.mil/cemp/c/cemp-c.htm>.

5. This construction bulletin has been coordinated with the Office of the Chief Counsel (CECC-C), Engineering Division (CEMP-EC), and the Operations, Construction and Readiness Division (CECW-OC). My point of contact for this construction bulletin is Mr. Jeff Krull, CEMP-CP, 202-761-1443.

  
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